



M.E / M.TECH/MCA DEGREE EXAMINATIONS: NOV/ DEC 2024

(Regulation 2024)

First Semester

DATA SCIENCE

24IEO077: Corporate Strategy and Innovation

COURSE OUTCOMES

- CO1:** Develop structured, decision-based frameworks for making key corporate strategy decisions
- CO2:** Understand how to make informed decisions about business diversification and entering new markets or industries.
- CO3:** Learn how to design corporate headquarters that add value across business units.
- CO4:** Develop the ability to leverage actionable analytics and user data to drive product decisions.
- CO5:** Understand how to iterate and enhance digital products continuously, using feedback and analytics.

Time: Three Hours

Maximum Marks: 100

PART A (4*20 = 80 Marks)

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|----|----|--|----|-----|-------------------|
| 1. | a) | Explain the concept of corporate advantage and analyze how it differs from competitive advantage in a single-business firm. Provide relevant examples to illustrate your explanation. | 10 | CO1 | [K ₂] |
| | b) | Using the concept of sum-of-the-parts analysis, assess the potential value of a multi-business firm. Choose a hypothetical or real-world example and demonstrate how this method can be used to evaluate corporate strategy decisions. | 10 | CO1 | [K ₃] |
| 2. | a) | Critically evaluate the five-step approach to the diversification test. Discuss how this framework aids in determining the strategic fit and value addition of diversification decisions within an organization. | 10 | CO2 | [K ₅] |
| | b) | Consider a company facing financial constraints. Using the three-step approach to the divestiture decision, develop a strategy to determine which business units should be divested to improve overall performance. Justify your decision with appropriate reasoning and examples. | 10 | CO2 | [K ₃] |
| 3. | a) | Evaluate the effectiveness of different HQ influence models in managing multi-business firms. Compare their advantages and limitations, providing examples of how these models impact organizational performance. | 10 | CO3 | [K ₅] |
| | b) | Design a synergistic portfolio framework for a hypothetical corporate headquarters managing diverse business units. Justify how it aligns with corporate objectives. | 10 | CO3 | [K ₆] |
| 4. | a) | Analyze the role of qualitative and quantitative analytics in the product management journey. Discuss how these analytics contribute to creating, testing, and facilitating innovative products. | 10 | CO4 | [K ₄] |
| | b) | Evaluate the effectiveness of the customer collaboration funnel in managing | 10 | CO4 | [K ₅] |

product innovation. Provide examples of how focusing on customer collaboration impacts product success and team collaboration.)

Answer any ONE Question

PART B (1*20 = 20 Marks)

5. a) Analyze the corporate innovation pipeline and its role in exploring new product ideas. How does this pipeline contribute to identifying and prioritizing horizons of growth within an organization? 10 CO5 [K4]
- b) Examine the role of actionable analytics and data science in amplifying existing products. Discuss how these tools influence business model types and decision-making processes. 10 CO5 [K4]

OR

6. a) Evaluate the effectiveness of various business model designs in fostering innovation for new products. Compare their potential impact on short-term and long-term corporate growth. 10 CO5 [K5]
- b) Develop a roadmap for amplifying an existing product using actionable analytics and channel modality. Illustrate your approach with a hypothetical or real-world product example. 10 CO5 [K3]
